

MAPSI

Managing Art Projects with Societal Impact

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For a Start

Key concepts

social relates to aspects of human interactions and is commonly used to refer to activities in the context of various minorities, such as the elderly and different genders and cultural groups, and is also used in the context of well-being practices that relate, for example, to health.

societal refers to various human activities in communities. Societal has a broader perspective than 'social', encompassing, for instance, social activities (e.g. urban development).

The general objective of socially influential art projects is to do good to reduce poverty and suffering, bring change and development to society and help people and society locally or on a wider level.

How different policies might make an impact

Figure 1 Policies affecting art projects and their management.
Source: Authors

The role of manager in projects with societal impact

The phases of project	The role of manager	The aims of outcomes management
1 Initiating Tricks like 'steering it through'	Active ethnographer	The summarizing of project landscape, context, main actors and needs, goals, means, risks, values and opportunities
2 Planning Looking for 'to-do list'	Broker, cultural intermediary, translator	Creating meanings, framing and planning the practices, acting in the area of co-creating communities of practice and mapping the interests for cooperation
3 Implementing Being 'in the middle'	Active supporter of identity building, culture of caring	To bring different people and groups together to create knowledge to foster learning, understanding, learning, to facilitate the collaboration and co-creation
4 Control Checking up and monitoring	An invisible hand	To create structure and facilities for joint action to minimize the distance between original plans and emergent new ideas
5 Finalizing Stripping up and packing away	Inspect, assessor	Evaluation of project: General and external, and outcomes on one community of practice

Figure 4 Managing socially influential Art Projects.
Source: Authors

Ethics

Figure 2 Individual interactions with wider systems.
Source: Adapted from Bronfenbrenner (1977), Galvin (2002) and Telford (2007)

Necessary leadership in projects with societal impact

Evaluation What? Why? How?

Planned work	Intended results		
Inputs or resources	Activities	Outputs or products	Outcomes or results
What resources go into a project	What activities the project undertakes	What is produced through those activities	The changes or benefits that result from the project
e.g. money, staff and equipment	e.g. development of materials and training programmes	e.g. number of societies produced, workshops held and people trained	e.g. increased skills/knowledge/confidence, leading to long-term effects
			Fundamental changes that occur in individuals, organisations, communities or systems as a result of a project after its completion

Table 1 An example: Evaluation criteria in the SPOI model
Source: Authors

Alvica-Amesley et al. 2016. Managing Art Projects with Societal Impact: Study Book for Students, Stakeholders and Researchers. Shellen Academy Research Report Publications 7. Helsinki: Utaipada.